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U.S. Department of Justice National Institute of Corrections

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Annual Program Plan

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Fiscal Year 1985

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July 1984

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National Institute of Corrections

The National Institute of Corrections is a national center of assistance to the field of corrections. The goal of the agency is to aid in the development of a more effective, humane, safe, and just correctional system.

The National Institute of Corrections is both a direct-service and a funding agency serving the field of corrections. Its five legislatively mandated activities are: (1) training, (2) technical assistance, (3) research and evaluation, (4) policy and standards formulation and implementation, and (5) clearinghouse. The basic objective of the Institute's program is to strengthen corrections at all levels of government.

As established by the enabling legislation, the Institute's policy is determined by an active 16-member, non-partisan Advisory Board appointed by the Attorney General of the United States. The Board is composed of six federal officials serving ex-officio, five correctional practitioners, and five individuals from the private sector who have demonstrated an active interest in corrections. Through public hearings, the Advisory Board regularly solicits the opinions of correctional practitioners and others involved in the criminal justice process prior to targeting the Institute's fiscal year funds.

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U.S. Department of Justice
National Institute of Corrections

Annual Program Plan
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July 1984

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Contents

FOREWORD v
INTRODUCTION 1
Grant Application Procedures 1
TRAINING 2
Management Series 2
Correctional Management 2
Advanced Correctional Management 2
Managing the Organization 2
Influencing the External Environment 2
Managing the Internal/External Environment 2
Maximizing Management Team Potential 2
Executive Seminars 3
Influencing the External Environment 3
Management of Change 3
Technology for the Future 3
Resource Management for the Future 3
Future Changing Labor Forces 3
Futures for Chief Executive Officers 3
Leadership for Chief Executive Officers 3
Trainers Series 3
Training for Staff Trainers 3
Training Design and Development 3
Training Administration and Management 3
Emerging Issues Series 3
Academy Special-Issue Seminars 3
Personnel Management 3
Prisons Special-Issue Seminars 3
Prison Industry Management 3
Institutional Security 3
Prison Classification 3
Contracting for Correctional Services 4
Prison Mental Health Programs 4
State Correctional Administrators Seminar 4
Jails Special-Issue Seminars 4
Mega Systems 4
Jail Classification 4
Corrections as Part of County Government 4
Managing Jail Inmates through Innovative Programming 4
Jail Crowding 4
Managing New Generation Jails 4
Facility Planning and Plan Review 4
Planning New Jail Facilities 4
Community Corrections Special-Issue Seminars 4
Capacity Building of State Oversight Agencies 4
Contracting for Services 5
Community Sanctions 5
Supervision Strategies and Models 5
Marketing Community Corrections 5
Classification's Influence on Budget Development 5
Sentencing Practices 5
Outreach Program 5
Curriculum Packages 5

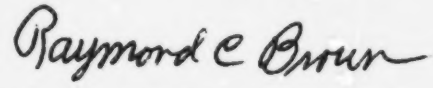
National Training Network....6
Application of Technology to Training Delivery....6
Federal Prison System Co-Sponsored Programs....6
TECHNICAL ASSISTANCE....7
Direct Technical Assistance....7
Application Procedures....7
Prisons....8
Jails....8
Community Corrections....8
Technical Assistance Grants....8
Prisons....9
Jails....9
Community Corrections....9
Targeted Technical Assistance....9
Jail Area Resource Center Service....9
Planning of New Institutions....10
Planning of New Jail Facilities....10
Prison Design and Construction....10
Population Management....11
Development of State Resources to Assist Jails....11
Prison Industry Assistance....12
Building Capacity of Community Corrections Oversight Agencies....12
Knowledge Transfer in Community Corrections....13
The Impact of Sentencing on Community Corrections....14
NIC Information Center Service....14
POLICY AND PROGRAM DEVELOPMENT....15
Improving the Effectiveness of Community Corrections....15
Community Corrections Financial Subsidy Study....15
Management of Crowded Institutions....16
Prison Security....16
Model Architectural Plans for Small Jails....16

Foreword

This document describes the National Institute of Corrections' program for fiscal year 1985, which begins October 1, 1984. It reflects the Institute's ongoing commitment to serve the field of corrections and assist in the development of improved practices and programs at the state and local levels.

The fiscal year 1985 program will provide direct service as well as financial assistance to advance the practice of corrections and solve emergent problems. As in the past, the greatest number of dollars will be directed to training and technical assistance. Our National Academy of Corrections in Boulder, Colorado, will continue as the center of correctional training for professionals from throughout the United States, while the study continues to locate a permanent site for the Academy.

We encourage all agencies to participate in our 1985 program as we strive to achieve fair, just, and realistic correctional programs that effectively carry out the orders of the courts and provide offenders with the opportunity for change.



Raymond C. Brown, Director
National Institute of Corrections
May 1, 1984

Introduction

This document is the National Institute of Corrections' program statement for fiscal year 1985, which begins October 1, 1984. It contains a summary of services available and requests for proposals.

Direct services and the 1985 projects available for funding are presented under the Institute's mandated activity areas of Training, Technical Assistance, and Policy and Program Development. The Institute's Information Center service is described in the Technical Assistance section.

Projects in each category will be coordinated by the National Institute of Corrections' Jails Division, Prisons Division, Community Corrections Division, and National Academy of Corrections.

Grant Application Procedures

The grant/contract program is one of the Institute's means of carrying out its legislative mandates. Those eligible for National Institute of Corrections grants and contracts include state agencies, general units of local government, educational institutions, public and private agencies, federal agencies, organizations, and individuals. Because of limited resources, funds are directed primarily to correctional agencies at the state and local levels. All services, grants, and contracts are provided in accordance with federal regulations.

A deadline date by which applications must be received is given for each project available for funding. Those desiring clarification or further information on a given project should contact the National Institute of Corrections prior to preparing an application. Procedures and the required forms for grant applications are given in the **NIC Guidelines Manual: Instructions for Applying for Federal Assistance,** which can be obtained by contacting the Institute.

Applications must detail the project, objectives, and the plan for implementing the proposal. Projected costs and a description of the qualifications of the applicant(s) must be included. The projected cost of a proposal is a critical element in the decisionmaking process, and the Institute urges applicants to keep indirect costs, in particular, to a minimum.

Applications for grants should be submitted in six copies to the National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. Applications should be concisely written, typed double spaced, and referenced to the project by the title and number given in this document.

Grant proposals are reviewed by a team of Institute staff members. Among the criteria used to evaluate the applications are:

- Responsiveness of the proposal to the Institute's program priorities and the specific project statement in this document.
- Clearly defined and realistic objectives.
- Appropriateness of the proposed approaches for attaining project objectives and evaluating or measuring attainment of objectives.
- Applicant's familiarity with the subject and capability to conduct the project successfully.
- Estimated total costs and levels of effort.
- Uniqueness of the proposed strategies and approaches.

Additional evaluation criteria for certain projects are given in the project statements.

When the projected cost of a project is $100,000 or more, a panel of reviewers participates in evaluating the applications. Correctional practitioners, academicians, and qualified citizens are on these review panels; all are approved by the National Institute of Corrections Advisory Board.

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Training

Since its establishment in 1974, the National Institute of Corrections has treated staff training and development as among its primary responsibilities. Approximately 40 percent of the agency's annual budget is devoted to improving the levels of knowledge and skills and to enhancing the professionalism of correctional personnel.

In October 1981, the Institute centralized its training program at the National Academy of Corrections in Boulder, Colorado. The Academy develops curricula and delivers training to the field in Boulder, by conducting training programs off-site, and by disseminating curriculum packages to state and local agencies. Through training, the Institute hopes to promote constructive organizational change and full use of resources to maximize the field's ability to operate in a fair, safe, efficient, humane, and constitutional manner.

Public hearings, needs assessments, analyses of technical assistance and information requests, and discussions with correctional practitioners led the Institute to identify three areas toward which Academy-based training would be directed:

- Improving administrative and managerial knowledge, skills, and practices that will advance the operation of correctional agencies and programs.
- Enhancing the capacities of state and local correctional agencies to deliver training, by improving skills of trainers, providing curriculum materials to use in training, and pioneering new training technologies.
- Assisting correctional administrators in addressing special issues through training or other approaches that include training.

The National Institute of Corrections' training efforts planned for fiscal year 1985 are described below. Those interested in attending a training program at the National Academy of Corrections should obtain a copy of the Academy's training schedule, which contains criteria for participation and an application form.

Management Series

Training for correctional managers continues to be a high priority for the field of corrections, and the National Academy of Corrections will continue the Management Series as part of the core curriculum. Through this integrated and graduated management program, the Academy works to develop and refine the skills necessary for professional managers as they progress in their agencies.

Correctional Management

This two-week program is designed to provide correctional managers and executives with sound management skills, tools, and techniques. Topics include communication, conflict resolution, motivation, supervision, performance standards, decisionmaking, negotiation/mediation, group development, stress and time management, legal issues, budgeting, policy and procedures, staffing, and management information systems. Participants develop individual and organizational action plans. Fifteen programs will be presented, each for 30 participants.

Advanced Correctional Management

The Advanced Correctional Management set consists of four different seminars of varying lengths. The programs provide contemporary correctional managers with a variety of experiences designed to strengthen their abilities to handle current and future management responsibilities. Participants are senior correctional managers who have had prior management training.

Managing the Organization covers developing effective work groups and strategies for the management of human, fiscal, and information resources. Participants learn to diagnose their organizations and develop strategies to maintain efficient operations. Two two-week programs will be presented, each for 30 participants.

Influencing the External Environment examines how to effectively represent the correctional agency and develop working relationships with influential groups outside of corrections, including policysetting groups, state and local government bodies, and the media. The program covers forecasting techniques, principles of proactive management, analyzing the impact of external forces, and the dynamics of operating in the external environment. One two-week program will be presented for 30 participants.

Managing the Internal/External Environment combines the preceding organizational and external environment programs. The program is intended for the manager who is concerned with operational issues and is also the most visible representative of the agency. One four-week program will be presented for 30 participants.

Maximizing Management Team Potential provides professional growth through a combination of theory and experience in leadership and stress management. The program promotes team building, problem solving, trust, communication, and personal awareness. One one-week program will be presented for 30 participants.

Executive Seminars

These three-day seminars focus on special issues facing upper-level managers of correctional agencies. Each seminar provides executives with information and techniques or theories for dealing with the subject. Five Executive Seminars and two Chief Executive Officer Seminars will be presented, each for 20 participants.

Influencing the External Environment covers the correctional executive's relationships with the legislature, executive branch of government, and the public. Methods of interacting and influencing people and agencies in the external environment are examined.

Management of Change examines variables that impact on organizational change (e.g., economic, environmental, and personal factors).

Technology for the Future covers management information systems, data processing, and the application of new developments in technology to the field of corrections. The impact and implications of using various technologies as management tools are examined.

Resource Management for the Future explores innovative management options for effective and efficient use of agency resources.

Future Changing Labor Forces provides a framework for determining personnel needs during a period of social, economic, demographic, and technological change. Strategies for managing personnel to increase organizational effectiveness are developed.

Futures for Chief Executive Officers covers economic, political, and sociological trends, and the impact of each on corrections. The relationship of various national trends to the strategic planning and policy initiatives of correctional systems and programs is examined.

Leadership for Chief Executive Officers explores the art of motivating people to progress with enthusiasm and cooperation toward the accomplishment of specific goals.

Trainers Series

The Academy Trainers Series is designed to provide correctional trainers the opportunity to acquire or refine the skills they need to offer effective, efficient, high-quality training programs.

Training for Staff Trainers

This one-week basic program focuses on up-front delivery skills for full-time trainers. The primary objective is to increase the trainers' ability to develop and deliver high-quality instruction. Four programs will be presented, each for 25 participants.

Training Design and Development

This one-week program is designed to refine the skills acquired during attendance at the **Training for Staff Trainers** program. Emphasis is on student- and group-oriented activities; lectures are kept to a minimum. Each participant designs and develops a training program for his or her agency, and participants work in groups to design and develop training programs that are subsequently evaluated by the class. Three programs will be presented, each for 25 participants.

Training Administration and Management

This one-week program is designed for senior correctional administrators who are responsible for statewide training activities. The program focuses on management and administrative training issues. One program will be presented for 50 participants.

Emerging Issues Series

Each of the Institute's four program divisions sponsors specialized training for its constituents. Special-issue seminars are either part of a larger divisional effort that may also include technical assistance and/or policy development, or are individual training events that address critical concerns of the field.

Academy Special-Issue Seminars

Personnel Management

This one-week seminar is designed for employees who are responsible for the personnel functions of correctional agencies. The primary focus is on selection, training, utilization, development, and retention of human resources. Three programs will be presented, each for 30 participants.

Prisons Special-Issue Seminars

Prison Industry Management

This one-week seminar provides guidance to state correctional officials whose systems are developing and implementing short- and long-range planning strategies for prison industry programming. The program covers such operational issues as franchising and cooperative ventures, productivity and management information/data systems, product/service-line identification and development processes, and legislative needs. Two seminars will be presented, each for 30 participants.

Institutional Security

This one-week seminar provides training for institutional security managers in such areas as policy and procedures, professional standards, legal issues, and recent trends and developments in institutional security. Two seminars will be presented, each for 30 participants.

Prison Classification

This one-week seminar provides training for state correctional agency personnel who are responsible for the agency's inmate classification system. The program covers the general principles of classification, needs assessment, implementation techniques, and evaluation methods. Two seminars will be presented, each for 30 participants.

Contracting for Correctional Services

This one-week seminar provides training for correctional managers who are involved in, or are considering, contracting for services. The program covers assessment of needs and alternative methods, contracting procedures, contract development, supervision methods, and evaluating contract effectiveness. Two seminars will be presented, each for 30 participants.

Prison Mental Health Programs

This one-week seminar provides training for administrators responsible for planning, developing, and/or managing institutional programs for mentally ill and retarded inmates. The program covers relevant court decisions, professional standards, innovative programming, and model legislation for such programs. One seminar will be presented for 30 participants.

State Correctional Administrators Seminar

The National Academy of Corrections will conduct the annual management training seminar for state correctional administrators. The seminar provides an opportunity for specialized management training and a forum for the exchange of experiences and ideas among the chiefs of state systems. The program's goal is to enhance understanding, knowledge, skills, and information bases and thereby increase effectiveness and efficiency in the management of state correctional systems. The time, date, and place of the seminar will be announced separately.

Jails Special-Issue Seminars

Mega Systems

This one-week seminar covers the special topics and issues that have been identified by managers of large jail systems, which collectively hold 40 percent of the nation's jail population. The program provides for information sharing, technology transfer, and networking among system managers. Emphasis is placed on influencing the development of correctional policy to resolve systemic problems and on state-of-the-art jail management practices. One seminar will be presented for 30 participants.

Jail Classification

This one-week seminar provides training for individuals responsible for developing or implementing jail classification programs. The program covers basic guidelines for developing classification workplans, general principles and procedures, implementation strategies, legal issues, current classification models, and evaluation techniques. Emphasis is placed on networking and sharing information among participants, developing action agendas and responsibility charting, analyzing current classification models, assessing the impact of recent court decisions, and utilizing available resources. One seminar will be presented for 30 participants.

Corrections as Part of County Government

This one-week seminar for teams of county officials and sheriffs (or jail administrators) is designed to build cooperative working relationships to address local correctional problems. The program covers the purpose of the jail, court-ordered jail changes, management styles, responsibility charting, and action planning. Three seminars will be presented, each for 30 participants.

Managing Jail Inmates through Innovative Programming

This one-week seminar covers various trends, methods, techniques, and model programs that can be used to better manage jail inmates. The program covers industries, work release, revenue-producing programs, crowding and population management, recreation and other inmate programs, and the use of community resources and volunteers. Two seminars will be presented, each for 30 participants.

Jail Crowding

This one-week seminar provides selected participants with training to improve their skills and abilities to diagnose and solve problems related to jail crowding. The program covers legal issues, consultant skills, and the dynamics and components of crowding, and reviews current programs and approaches being implemented by local jurisdictions. One seminar will be presented for 30 participants.

Managing New Generation Jails

This one-week seminar provides training for administrators and jail managers who are contemplating the direct-supervision concept of inmate management. The program covers the concepts and principles that are essential to the success of this management method, emphasizing the manager's role in successful implementation. The seminar will be conducted in Martinez, California, to permit "hands-on" training at the Contra Costa County Detention Center. One seminar will be presented for 30 participants.

Facility Planning and Plan Review

This one-week seminar provides training for individuals with planning or project management responsibilities for new jail construction. The program covers reading and interpreting architectural plans, contract documents, project management, and specialized equipment and hardware. Two seminars will be presented, each for 30 participants.

Planning New Jail Facilities

This one-week seminar provides training for teams of officials from local jurisdictions that are participating in the Institute's **Planning New Jail Facilities** technical assistance program. The training covers advanced correctional practices in architecture and programming, and facility and inmate data analysis and projection. The seminar is open only to those counties that participated in community meetings that comprise the first phase of the program. Six programs will be presented, each for seven teams of up to eight members each.

Community Corrections Special-Issue Seminars

Capacity Building of State Oversight Agencies

This two-part seminar provides training for administrators of state oversight agencies as part of the Institute's **Capacity Building of Community Corrections Oversight Agencies** program (Project Number C-85-02). The seminar covers identification of current problems (e.g., funding allocation, contract/grant administration, standards setting and monitoring) and development of agency-specific work plans, and enables the exchange of information and experiences as the program

progresses. One two-part seminar will be presented for up to 25 participants.

Contracting for Services

This two-part seminar is part of an integrated, targeted effort of technical assistance, consultation, and training. Teams of policymakers and managers from agencies participating in the Institute's **Knowledge Transfer in Community Corrections** program (Project Number C-85-03) will attend both parts. The seminar covers assessing the feasibility and merits of contracting, budgeting costs, developing contracting procedures and contracts, and managing and evaluating contract effectiveness. The first session focuses on problem definition, information dissemination, team building, and developing specific plans of action. The second session allows participants to identify results from implementing change, serve as peer consultants to others in the program, and identify other issues on which they want to work. One two-part seminar will be presented for 25 participants.

Community Sanctions

This two-part seminar is part of an integrated, targeted effort of technical assistance, consultation, and training. Teams of policymakers and managers from agencies participating in the **Knowledge Transfer in Community Corrections** program (Project Number C-85-03) will attend both parts. The seminar helps participants develop programs and policies that incorporate a range of sanctions for specific categories of offenders, while balancing the dual needs of fairness and punishment. The first session focuses on problem definition, information dissemination, team building, and developing specific plans of action. The second session allows participants to identify results from implementing change, serve as peer consultants to others in the program, and identify other issues on which they want to work. One two-part seminar will be presented for 25 participants.

Supervision Strategies and Models

This two-part seminar is part of an integrated effort of technical assistance, consultation, and training. Teams of policymakers and managers from agencies participating in the **Knowledge Transfer in Community Corrections** program (Project Number C-85-03) will attend both parts. The seminar explores issues related to providing a range of supervision strategies based on offender needs and the needs of the community. Emphasis is placed on developing procedures that ensure accountability and demonstrate that the mandated supervision is occurring. The first session focuses on problem definition, information dissemination, team building, and developing specific plans of action. The second session allows participants to identify results from implementing change, serve as peer consultants to others in the program, and identify other issues on which they want to work. One two-part seminar will be presented for 25 participants.

Marketing Community Corrections

This one-week seminar for community corrections program administrators provides training on how to proactively market community corrections. Based on the experiences of other agencies that have done work in this area, the program covers defining your product, targeting your market, marketing vs. selling, managing marketing, and the technical side of marketing. Participants will develop a marketing plan consistent with their objectives, operations, and environment. Two seminars will be presented, each for 30 participants.

Classification's Influence on Budget Development

This one-week seminar brings together two-person teams representing agencies that have participated in the Institute's **Model Probation/Parole Classification** program. The teams will consist of the community corrections agency administrator and a person (county or state legislative, county or state umbrella agency) who analyzes the agency's annual proposed budget. Using what has been learned from the model project regarding such elements as workload vs. caseload, probation case profiles, and resource allocation, participants will identify how to more effectively develop, package, and present annual program budgets. One seminar will be presented for 30 participants.

Sentencing Practices

This one-week seminar brings together teams of sentencing judges and community corrections administrators from local jurisdictions to focus on their common issues, concerns, and problems. The program covers legal parameters of sentencing, effective use of information in sentence decisionmaking, factors that impact sentencing, developing programs to carry out legislative and sentencing intent, and resource constraints. A variety of sentencing issues—including straight probation, split sentencing, residential placement, work release, community service, and victim assistance—will be reviewed. Each team will develop a work plan to alleviate a specific problem in its jurisdiction. One seminar will be presented for 30 participants.

Outreach Program

With over 285,000 people working in corrections in the United States, the National Academy of Corrections recognizes the need to "reach out" beyond its central facilities in Boulder, Colorado. In 1983, the Outreach Program was launched to increase the availability of Academy services to state and local agencies. Design of the Outreach Program is based on input from administrators, trainers, consultants, and practitioners.

Curriculum Packages

A primary goal of the Outreach Program is to develop curriculum packages on subjects for which adequate training has not been available at state and local levels. Each package is designed and field tested to ensure maximum relevance, transferability, and impact in numerous correctional settings. Curriculum packages contain detailed lesson plans, instructor's guides, a variety of recommended handout materials, and audiovisual aids.

The curriculum packages are based on Institute research, Academy training programs, and

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input from correctional experts. Selection of new subjects is based on ongoing assessments of national correctional training needs, while also recognizing those programs that are available through the National Training Network. Curriculum packages will be available in fiscal year 1985 on the subjects of **Correctional Supervision, Public and Media Relations, Working with Hispanic Offenders, Working with Female Offenders, Training for Part-Time Trainers, Legal Issues for Institutional Personnel,** and **Interpersonal Communications.**

To disseminate these curriculum packages to state and local agencies, training-for-trainers programs will be held in the subject areas to assist in the subsequent implementation of the training programs at the agency level. At the conclusion of each trainers' program, participants will be provided with curriculum packages for use in training staff at their agencies. Follow-up technical assistance will be provided by the Academy as required to ensure the successful implementation of the curriculum at the agency. Other means of making the curriculum packages available to the field are being developed.

In addition to the curriculum packages and trainers' training, various curricula developed under earlier Institute funding are available to state and local agencies for independent use and implementation. An instructor's and student's workbook package on **Fire Safety in Correctional Institutions** is available from the NIC Information Center. Audiovisual training on the subjects of **Institutional Staff Orientation, Institutional Safety,** and **Basic Firearms** is available for sale on an approval basis from the National Audiovisual Center. See the Institute's publications brochure for additional information about these materials.

National Training Network

Historically, each correctional agency has had to develop its own training programs, while confronted with limited resources and expertise. The result has been that many training needs are not met, while other kinds of training overlap. Key correctional training directors have recommended creation of a National Training Network to collect and disseminate curricula developed by the Academy and by state and local agencies to strengthen internal training programs. Currently under development, the National Training Network will be an important linkage for the Outreach Program and other correctional training providers by serving as a focal point for coordination, communication, and curriculum development.

Application of Technology to Training Delivery

In fiscal year 1984, the Institute sponsored a study to determine the feasibility of using advanced communication and training technologies to cost effectively deliver training to a larger audience than the Academy can now serve. In fiscal year 1985, the Academy will test the most promising technologies identified by the study. When the results of the study have been fully analyzed, a request for proposals will be prepared and published in the **Commerce Business Daily.**

Federal Prison System Co-Sponsored Programs

In cooperation with the Federal Prison System (FPS), the Academy's Outreach Program coordinates the attendance of a number of state and local correctional agency personnel at FPS training programs. This FPS co-sponsored training consists of both technology transfer and assistance to state and local agencies in implementing similar training.

Some FPS training programs are conducted specifically for state and local participants using FPS curricula. The Federal Prison System provides training materials, instructors, and training sites, and the National Institute of Corrections coordinates the training and covers travel and per diem expenses for participants. Participants are normally those state and local representatives who, after attending the FPS training, have the capacity to evaluate the training for use in their own agencies and to train others in the curriculum. Participant agencies are encouraged to build their own capacities to train in the areas covered, as well as to assist others in the development of similar programs. Training-for-trainers programs are planned for state and local personnel in **Disturbance Control, Self Defense, Food Service Management,** and **Hostage Negotiations.**

Limited spaces, usually two or three, are reserved for state and local participants in several Federal Prison System programs to be conducted for FPS staff. These programs include **Introduction to Correctional Techniques,**

Cooking and Baking, Advanced Correctional Supervision, Investigative Supervision, and **Basic Locksmithing**. The programs are conducted at FPS training sites in Denver, Colorado, and Glynco, Georgia.

As part of the Outreach Program, and in cooperation with the Federal Prison System, several of the FPS programs are also available for delivery at the state or local agency. Training materials and trainers are provided by the Academy, and the state or local agency receiving the training provides the training facilities and covers any other costs. In fiscal year 1985, ten such agency-based seminars will be provided upon request and demonstration of need. Courses available include **Self Defense, Disturbance Control, Cooking and Baking,** and **Food Service Management.**

Technical Assistance

The goal of the National Institute of Corrections' technical assistance program is to serve as an identifiable, readily accessible, and responsive resource to assist corrections in improving policies, procedures, and practices. This goal is reached by providing practical technical help and facilitating the exchange of current information on correctional matters.

Through technical assistance, the National Institute of Corrections believes it can responsibly meet some of the immediate needs of state and local corrections. The objectives of activity in this area are to:

- Move correctional agencies toward safe, fair, humane, and effective programs by assisting practitioners in improving operations and practices.
- Facilitate closer cooperation between correctional agencies and other elements of the criminal justice system and the community, with emphasis on assisting state and local correctional agencies in exploring and implementing ways to deal with limited financial resources, institutional crowding, and legal concerns.
- Assist corrections in expanding the range of cost-efficient and effective alternatives to confinement that are consistent with public safety.

In fiscal year 1985, technical assistance will be organized into three major areas: direct technical assistance, technical assistance grants, and targeted technical assistance. While each of these is discussed in more detail in the following sections, the first two areas are largely responsive to critical needs and problems identified by state and local correctional agencies. The area of targeted assistance includes highly structured technical assistance/technology transfer programs sponsored by the Institute's program divisions. These programs have evolved primarily from Institute policy and program development activities and will use technical assistance as one of the key means to disseminate the knowledge and technology to the field.

Direct Technical Assistance

During fiscal year 1985, the Institute's short-term, direct technical assistance funds will be used to respond to many of the anticipated 1,640 technical assistance requests from state and local prisons, jails, and community corrections programs.

On-site technical assistance, usually of three to five days duration, will be provided in the areas of training, research, evaluation, program/policy development, and standards implementation. Assistance will be provided by Institute staff or consultant teams; there will be no transfer of funds to the recipient agencies. The funds reserved will support travel, consultant fees, and other costs associated with sending an individual or team to assist the requesting agencies.

Application Procedures

Public and private corrections officials at the state and local levels can request direct technical assistance by submitting a memorandum on agency letterhead that:

1. Identifies the problem(s) for which assistance is sought.
2. Suggests a plan or specific action(s) to meet the problem(s).
3. Explains why assistance must be obtained at the federal level.
4. Identifies the persons or agencies deemed best qualified to provide the assistance needed (if known).
5. States the anticipated number of days assistance would be needed.

Jail practitioners should request direct technical assistance by writing to the Jails Division, National Institute of Corrections, 1790 30th Street, Suite 140, Boulder, Colorado 80301. Practitioners in other areas of corrections should write to the Prisons Division or the Community Corrections Division, National Institute of Corrections, 320 First Street, N.W., Washington, D.C. 20534. Requests for technical assistance should be made by the executive director or chief executive officer of the correctional agency.

In submitting a request for technical assistance, the applicant should reference the most appropriate category and project number given below.

Project Number: P-85-TA Prisons

Technical assistance is available to state departments of corrections and prisons to advance their operations, practices, management methods, services, and programs. Priority consideration will be given to requests in the areas of prison industry, health and mental health programming, policy and procedures development, staffing, classification, legal issues, architectural and construction planning, protective custody, institutional security, and correctional management.

Project Number: J-85-TA Jails

Technical assistance is available to jails to improve management, operations, services, and programs. Assistance will be provided in such areas as policies and procedures; staff training and staffing patterns; food services; classification; security; construction or renovation planning; community resources; problems related to jailing public inebriates, the mentally ill, and juveniles; management information systems; and jail crowding on both a local and statewide basis.

Funds have also been reserved specifically to provide technical assistance in the areas of new generation jails and jail population analysis. Technical assistance will be provided to local jurisdictions that are considering or planning new jails to be designed and operated based on the direct-supervision concept of inmate management. Assistance in this area will consist of conducting on-site seminars on **Managing New Generation Jails,** developing effective staff training programs related to new generation jail concepts, and providing on-site presentations and hosted visits for key representatives from localities that are considering adopting this form of jail architecture and management for their new facility.

Technical assistance will also be provided in the form of a computer-based jail population analysis service to identify strategies for reducing jail populations and projecting population management alternatives for new jails. The population analysis system allows the Institute to analyze a jail's population and also to assist jails in conducting their own analyses. Assistance in this area will include conducting seminars to instruct jail administrators, judges, county officials, and other criminal justice administrators in the use of the population analysis system and assisting sheriff departments and local corrections agencies in implementing the analysis package.

Project Number: C-85-TA Community Corrections

Technical assistance is available to community corrections agencies, including probation, parole, community residential programs, and similar agencies. Assistance will be provided in the areas of management practices and technologies, design and implementation of supervision strategies, use of pre- and post-sentencing investigation reports, staff training, caseload management, contracting for services, classification/decisionmaking technologies, residential programming, program evaluation, management information systems, policy and procedure development, parole guidelines, and the development and operation of post-conviction community sanctions such as community service, fines, and restitution.

Technical Assistance Grants

This program will provide small grants to prisons, jails, probation, parole, and community programs to enable planning, implementation, and maintenance of improved management practices,

policies and procedures, operations, services, and staff training programs. Technical assistance grants are usually more appropriate than direct technical assistancce from the Institute when the project to be undertaken is more complex than a three- to five-day effort. Funds may not be used to purchase or lease equipment on an ongoing basis or to provide permanent personnel.

Project Number:	Given below
Funds Available:	$800,000
Funds Available per Grant:	Up to $15,000
Grants Available:	Open
Estimated Length of Project:	Three months to one year
Eligible:	State and local correctional agencies
Deadline for Applications:	None, open all year

Description:

Project Number: P-85-01 Prisons

Technical assistance grants are available to state departments of corrections and prisons to enable planning, implementation, maintenance, and evaluation of improved management practices, policies and procedures, operations, services, and staff development programs. Priority consideration will be given to grant applications in the areas of prison industry, health and mental health programming, classification, legal issues, architectural and construction planning, protective custody, institutional security, and correctional management.

Project Number: J-85-01 Jails

Technical assistance grants are available to jails and, in special cases, to local organizations assisting jails to improve management practices, operations, and services of local detention facilities. Priority consideration will be given to grant applications in the areas of developing systemwide strategies for handling crowding, designing and implementing the direct-supervision concept of inmate management, designing and evaluating classification systems, and developing strategies for providing appropriate care, custody, and service for special proulem inmates such as public inebriates, the mentally ill, and juveniles.

Project Number: C-85-01 Community Corrections

Technical assistance grants are available to community corrections agencies, including probation, parole, community residential programs, and similar agencies to improve management, operations, and services. Grants will be made in the areas of management practices and technologies, design and implementation of supervision strategies, use of pre- and post-sentencing investigation reports, staff training, caseload management, contracting for services, classification/decisionmaking technologies, residential programming, program evaluation, management information systems, policy and procedure development, parole guidelines, and development and operation of post-conviction community sanctions such as community service, fines, and restitution.

Targeted Technical Assistance

A major focus of the Institute's policy and program development activities is the development and testing of technologies for practical application by the state and local correctional agency. Underlying these activities is the assumption that what is successfully developed and implemented by one agency can often be adapted and successfully transferred to others. Policy and program activities are undertaken with technology and knowledge transfer the end objective. Most of the program areas targeted for fiscal year 1985 integrate technical assistance, training, and information dissemination to transfer technology and encourage improvements in the corrections field.

Jail Area Resource Center Service

Since 1979, the National Institute of Corrections has provided grant funds to a number of advanced jails throughout the country to enable them to provide services to other jails in their geographical areas. Each of the jails selected as a Jail Area Resource Center has numerous advanced programs, services, and operations. Each has also received accreditation by the Commission on Accreditation for Corrections.

Five jails previously selected as Jail Area Resource Centers will receive funding from the Institute again in fiscal year 1985 to continue to provide technical assistance, training, and information in their specialty areas to other jails. At such time that new or additional Jail Area Resource Centers are needed, a request for proposals will be issued by the Institute seeking competitive bids from interested jurisdictions.

Jail personnel who are interested in visiting a Jail Area Resource Center to study a particular advanced operation first-hand, or who are in need of technical assistance or information in one of the areas listed, should contact the coordinator of the nearest Jail Area Resource Center specializing in that area. Institute funding provides for expense-paid study visits to the Centers, technical assistance to requesting jails, a limited number of training events in specific areas, and information and liaison services. Jails throughout the country are encouraged to use the services of the Jail Area Resource Centers.

Following are the Jail Area Resource Centers that will continue to provide service in fiscal year 1985. The areas in which they specialize are also listed.

Boulder County Detention Center
P.O. Box 471
Boulder, CO 80302
Telephone: 303-441-3671

Assistance is available on:

Computer-operated sheriff's information network
Health care
Jail climate
Mental health services
Overall management
Physical plant

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Contra Costa County Detention Center
P.O. Box 391
Martinez, CA 94553
Telephone: 415-372-4647

Assistance is available on:

- Food services
- Health care
- Inmate programs
- Mental health services
- New generation jail concept
- Sanitation
- Personnel management
- Personnel training
- Physical plant
- Policy and procedures
- Recreation
- Overall management
- Work furloughs

Minnesota Jail Resource Center
Criminal Justice Program
Department of Energy and Economic Development
940 American Center Building
150 East Kellogg Boulevard
St. Paul, MN 55101
Telephone: 612-296-3969

(The Minnesota Jail Area Resource Center is a consortium of three jails, the State Department of Corrections, the Minnesota State Sheriffs' Association, and the State Department of Energy and Economic Development.)

Assistance is available on:

- Classification
- Coordination with other components of criminal justice
- Policy and procedures
- Recreation
- Research and evaluation
- Sanitation
- Security
- Use of community resources
- Visitation
- Work release
- Personnel management
- Personnel training
- Physical plant
- Disciplinary procedures
- Emergency planning
- Female offender services
- Food services
- Health care
- Inmate services and programs
- Intake services
- Mental health services
- Overall management

Montgomery County Detention Center and Pre-Release Center
Judicial Center, Fourth Floor
Courthouse Square
Rockville, MD 20850
Telephone: 301-251-7545

Assistance is available on:

- Classification
- Disciplinary procedures
- Food services
- Health care
- Inmate services and programs
- Sanitation
- Security
- Personnel management
- Personnel training
- Physical plant
- Policy and procedures
- Recreation
- Mental health services
- Overall management
- Use of community resources

New Haven Community Correctional Center
245 Whalley Avenue
New Haven, CT 06511
Telephone: 203-789-6980

Assistance is available on:

- Disciplinary procedures
- Emergency planning
- Food services
- Health care
- Inmate services and programs
- Visitation
- Overall management
- Personnel management
- Physical plant
- Policy and procedures
- Use of community resources

Planning of New Institutions

Many states and localities are in the early stages of planning construction or major renovation of correctional facilities to alleviate crowding and to correct antiquated and deficient institutions. Because new facilities are a long-term and costly investment, the National Institute of Corrections has for the past several years been involved in assisting jurisdictions in ensuring that their new and renovated facilities reflect the incarceration needs of the community, incorporate sound planning, meet constitutional requirements, and promote advanced design concepts. The Institute's program assists jurisdictions in total systems planning for the new facility and involves participation of key decisionmakers who have an interest or responsibility for the correctional facility under consideration.

The **Planning of New Institutions** program had previously been conducted by a grantee organization under Institute auspices. The program has evolved to the point, however, where it can be more cost effectively carried out directly by the Institute. Additionally, the needs of the states and localities in the planning and design area differ; to meet those needs, the program will be conducted as two complete, independent components—**Planning New Jail Facilities** and **Prison Design and Construction**—for localities and states respectively. Jurisdictions interested in participating in one of the programs should contact the Jails Division or the Prisons Division.

Planning New Jail Facilities. This program provides technical assistance and training to representatives of local jurisdictions that are planning for new or renovated facilities. In fiscal year 1985, 35 localities will be assisted. The program is conducted in two phases, the first of which provides on-site assistance at the local level to help explore the system's capacity and needs. The second phase consists of training at the National Academy of Corrections. The program guides the localities in such areas as meeting constitutional requirements, selecting an architect, and understanding the advantages and disadvantages of new facilities. Comprehensive assistance is provided throughout the program.

For more information about the program or to apply for participation, local jurisdictions should contact the Institute's Jails Division by October 1, 1984. Potential applicants should note that participation of key individuals is required during the first, on-site phase of the program. These persons include judges, county commissioners, the sheriff, the jail administrator, police officials, court services personnel, and interested citizen groups. Subsequently, teams composed of the sheriff, jail administrator, a county commissioner, and the architect or planner attend phase two training at the Academy; up to eight representatives of the jurisdiction may attend phase two training, but expenses of only the individuals listed are covered by the Institute.

Prison Design and Construction. This program provides technical assistance and training to representatives of states that are planning new prisons or major renovations, conversions, or additions to existing prison facilities. In fiscal year 1985, five states will be assisted in planning for their prison

construction needs. The program is conducted in three phases, the first of which provides training for key officials on planning, design, project management, institution security classification, and facility activation. The training will be held at a prison that exhibits advanced design.

The second phase of the program provides a team of consultants to work on-site with each participating state on the actual facility planning project. Design issues, standards, operational philosophy, and costs will be considered. The third phase will provide follow-up technical assistance in specialized areas (e.g., staffing. security design and equipment, plan review, programming, and legal issues.)

For more information about the program, the state commissioner of corrections should contact the Institute's Prisons Division in writing by October 1, 1984 to request the application package. The letter should indicate why the state is interested in participating in the program and should express a commitment to participate in all three phases. Potential applicants should note that participation of key state officials during the first phase is required. These persons include the commissioner or deputy commissioner of corrections, the chief of facilities or the state architect, the department of corrections security administrator, a state legislator, a representative of the state's general services administration or public works department, and a representative of the governor's office.

Population Management

Jail and prison crowding continues to rank among the most critical concerns of corrections. The rapid increase in jail and prison populations in many jurisdictions, court pressures to improve conditions of confinement related to crowding, and continued state and local fiscal pressures to implement the least costly punishment options demand the development of more rational population management policies.

Jail and prison crowding remains systemic in nature. Crowding results, in large measure, from the cumulative decisions of various actors in a state's criminal justice process: police, sheriffs, prosecutors, defense attorneys, judges, correctional officials, parole boards, legislators, and the public. Crowding problems cannot be solved by any one agency, such as a county jail or a state department of corrections.

In response to the crowding problem, over the last several years the National Institute of Corrections has established statewide policy groups to formulate public policies that address crowding. The policy groups consist of influential criminal justice decisionmakers from all branches of government and from each agency responsible for deciding who goes to jail or prison, for how long, and under what conditions. In fiscal years 1982 and 1983, in a unique venture with the private sector, the Institute joined with the Edna McConnell Clark Foundation to establish the **Prison Overcrowding Project.** Four states—Colorado, Oregon, Michigan, and South Carolina—were selected to participate in the project.

In fiscal year 1984, five new states were selected to participate in a similar effort under the **Population Management** program. The program's scope was expanded to include statewide jail crowding policy formulation in addition to the prison focus. The program is managed by the Center for Effective Public Policy in Philadelphia, Pennsylvania, and is jointly funded by the National Institute of Corrections and the Edna McConnell Clark Foundation.

During fiscal year 1985, the five states funded in the previous year will be considered for an additional year of funding to continue their work on developing and implementing long-term measures to control crowding. If any of the states funded in fiscal year 1984 do not qualify for funding in fiscal year 1985, the program will contact other states that applied for participation in the program previously.

The goal of the program is to enable states to relieve jail or prison crowding by developing sound policies to manage their populations. The program promotes an integrated process of education, policy analysis, and consensus building aimed at the formulation, adoption, and implementation of feasible policies to control crowding immediately and in the long term. Policymakers from all parts of the system come together on a regular, monthly basis to engage in a policy analysis process that provides a framework for the decisionmakers to examine the crowding problem and formulate policies for change.

The process of developing policies to address crowding involves (1) fully exploring the factors that influence jail and prison populations, using well developed systemwide information, (2) setting a population control or reduction goal, (3) defining capacity for the existing system, (4) considering a wide variety of approaches to controlling population, and (5) selecting specific policies for adoption and implementation. The selected options may include changes in legislation, practice, policy, programs, and regulations.

To facilitate the activities of the state policy groups, the program provides financial assistance, training, technical assistance, and resource materials on crowding and feasible options to control it. A major focus of the program is to provide coordinated technical assistance services to support and provide leadership to the individual state efforts. Technical assistance will provide guidance and resources, in terms of specialized information and skills, to help states reach their desired objectives in controlling crowding.

Development of State Resources to Assist Jails

Project Number: J-85-02
Funds Available: $150,000
Funds Available per Grant: $30,000
Grants Available: Five
Estimated Length of Project: One year
Eligible: Professional or state agencies or consortiums of agencies and organizations willing to collaborate to provide necessary services to jails within the state
Deadline for Applications: October 1, 1984

Description:

This program will support the efforts of five state agencies and/or associations to meet the long-term training and technical assistance needs of all county and municipal jails within the participating states. The program will stimulate the development and delivery of comprehensive statewide services through appropriate state agencies and personnel.

As part of the grant activity, specific short- and long-range needs of the jails in the participating states will be identified, a plan for delivery of services devised, and resource personnel (e.g., staff trainers, consultants) recruited and trained. Service to be initiated within the grant period could

include management and supervisory training, basic jailer training, in-service training, and technical assistance in any number of areas (e.g., planning new facilities, developing policy and procedures, expanding the use of community resources).

Applicants must have commitment from other agencies and associations in the state concerning the capacity-building and implementation strategy and the long-range service delivery plans. A detailed strategy for continuance of the program upon termination of federal funding must be included in the grant application.

Prison Industry Assistance

Project Number: P-85-02
Funds Available: $100,000
Funds Available per Grant: $25,000
Grants Available: Four
Estimated Length of Project: One year
Eligible: State departments of corrections
Deadline for Applications: October 1, 1984

Description:

As the prison population throughout the United States grows at unprecedented rates, the problem of institutional crowding is compounded by inmate idleness. Prison industries are viewed as one of the primary means of reducing inmate idleness and institutional unrest, while providing inmates with training, job experiences, and responsibility.

Prison industries are facing great difficulties—restrictive legislation, conflicting goals and objectives, uncertain economic conditions, new technologies, unskilled labor, and shifting resources and product markets. To assist the field in addressing these issues, the Institute has, over the past several years, provided industries managers with training to advance their managerial skills and knowledge and has sponsored the development of a manual on prison industry management.

Four grants will be awarded to facilitate the development and implementation of improved industry management practices and programming. At least one grant will be awarded for female prison industry programming, and one grant will be awarded for multi-state prison industry programming. Grant funds may not be used to purchase or lease equipment.

Applications will be rated on:

- Agency need.
- Impact of the proposed project on the industry, the prison, and the correctional system.
- Applicability of the proposed project to other correctional systems.
- Incorporation of advanced management, correctional, and industrial principles and practices.

Building Capacity of Community Corrections Oversight Agencies

Project Number: C-85-02
Funds Available: $150,000
Funds Available per Grant: $25,000
Grants Available: Six
Estimated Length of Project: One year
Eligible: State agencies with legislatively mandated oversight responsibilities for locally administered community corrections agencies
Deadline for Applications: February 1, 1985

Description:

Fifteen states have passed legislation that mandates state agency oversight of locally administered community corrections programs. The states' legislated role is to help the local programs deal more effectively with problems such as caseload management, diminishing resources, information processing, performance measurement, revocation practices, staff development, and subsidy mechanisms.

This project will continue the development and implementation of a capacity-building program for state agencies responsible for oversight of local probation departments, as well as open participation to state agencies with oversight responsibilities for other community corrections activities. The program is designed to be responsive to the unique needs of each agency, while developing its capacity to improve the delivery of services at the local level.

Specific objectives of this program are to:

- Support agencies' initiatives in selected high-priority areas by (1) providing financial and technical assistance for initiating an organizational development process to improve agency operations, (2) assisting in a standards revision and implementation process, and (3) aiding in a planning effort to coordinate activities between levels of government and among segments of the justice system.
- Increase the knowledge base on which state oversight agencies can draw by supporting an agency's evaluation of a specific program, synthesizing research on specific topics, and/or recasting information in a form more easily used by decisionmakers.
- Develop the capacity of state agencies to set and implement standards, provide technical assistance, collect information, and perform other oversight functions through such means as providing workshops to develop employees' consultant and technical assistance skills.
- Support a network to share information and technical advice among states through such activities as (1) providing workshops for agency executives to examine common problems and possible solutions, (2) collating state standards in salient, high-priority topic areas (e.g., workload, pre-sentence investigations, revocation processes), integrating them with relevant research findings, and disseminating monographs, (3) collecting and providing information on high-priority topics (e.g., citizen advisory groups) identified by state probation administrators, and (4) hosting visits for practitioners to study innovative programs.

To achieve these objectives, grants will be made to six state agencies to support technical assistance, training, or knowledge transfer activities aimed at a specific local issue. Applications will be evaluated on the extent to which they:

- Address problems common to most local agencies within the state.
- Involve local agencies in all phases of the project.
- Develop problem solving and/or management skills of state and local staff.
- Have potential applicability to other states.

Eligible states will have legislative mandates to provide oversight functions. Such responsibilities commonly include allocating subsidies; developing, promulgating, and monitoring standards; providing technical assistance; and conducting research and evaluation.

Selected personnel from all eligible agencies will be invited to attend two one-week planning and technical assistance sessions, regardless of whether the agency participates in the grant program. Designed to meet the needs and unique responsibilities shared by administrators of oversight agencies, these sessions cover consulting skills, organizational development, information management, fund allocation, performance measurement, and resource development.

Knowledge Transfer in Community Corrections

Project Number: C-85-03
Funds Available: $300,000
Funds Available per Grant: $20,000
Grants Available: Fifteen
Estimated Length of Project: 15 months
Eligible: State and local community corrections agencies
Deadline for Applications: February 1, 1985

Description:

This program will disseminate information developed by previously funded Institute research efforts on current policy issues. The Institute will work collaboratively with up to 15 community corrections agencies to tailor available knowledge to meet the agencies' requirements and environments.

This approach to knowledge transfer and organizational change recognizes that neither is a smooth or predictable process. Innovations developed elsewhere must be modified to meet the needs and requirements of the agency, taking into account the political, economic, and human characteristics of the organization. The program brings together agency managers and consulting specialists who can assist the agency in designing its plan for implementing change.

Agencies may apply for participation in one of three knowledge transfer projects—contracting for services, community sanctions, or supervision strategies. Networks of management teams from agencies participating in each of the three projects will be established to enable collaboration and peer consultation.

In addition to grant funds and technical assistance, the program provides two one-week seminars at the National Academy of Corrections for selected personnel from each participating agency. The first seminar, to occur early in the grant period, will focus on problem definition and organizational development, information dissemination, team building, and developing plans of action. The second training session will later allow participants to review results of their efforts and identify other issues they want to address in a collaborative manner.

Potential applicants should contact the Institute's Community Corrections Division for additional information and application procedures.

Contracting for Services. Community corrections agencies are increasingly contracting for a wide variety of services. Contracting can offer the correctional manager new and expanded options for dealing with rising costs, decreased appropriations, restricted staffing, and demands for innovative programming. Frequently managers have relatively little knowledge or experience in contracting procedures, applicable laws, or contract management. This project will assist the manager in assessing the feasibility and merits of contracting, including identifying favorable and unfavorable conditions; estimating relative costs; developing contracting procedures, policy, and contracts; managing and evaluating contract effectiveness; and implementing an effective contracting program for his/her agency if appropriate.

Community Sanctions. Community corrections programs are not simply alternatives to incarceration, but represent valid penalties and punishments in their own right. Balancing the dual demands of fairness and public safety, teams of agency managers will be assisted in developing policies and programs that include detailed ranges of sanctions appropriate for different categories of offenders and explicit criteria governing the use of the various sanctions. The sanctions may be administered directly by the agency or through contracts. Emphasis will be placed on communicating with other relevant agencies—such as courts, service agencies, victim assistance agencies, and paroling authorities—to help ensure cooperation and acceptance of the plans developed.

Supervision Strategies and Models. At a time of scarce resources and expanding demands for services and accountability, community corrections managers are necessarily focusing on developing appropriate supervision strategies that provide a logical rationale for deploying agency resources, make efficient use of staff, and avoid providing services to offenders who do not require them. Carefully planned programs, policies, and procedures are needed that detail the different supervision strategies—ranging from minimum contact, administrative caseloads to intensive supervision (including residential placement). Measures must also be developed to ensure accountability and demonstrate that the mandated supervision is being provided. In collaborating with participants in this project, the Institute will draw on the experience of agencies that have been successful in dealing with such issues.

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The Impact of Sentencing on Community Corrections

Project Number: C-85-04
Funds Available: $50,000
Funds Available per Grant: $25,000
Grants Available: Two
Estimated Length of Project: One year
Eligible: Judicial district and community corrections agency
Deadline for Applications: November 1, 1984

Description:

A long-standing and frequently expressed concern of community corrections practitioners deals with the independence of the judiciary and the perception that the conditions imposed by sentencing orders often give insufficient consideration to realistic program options available to the community corrections program administrator. This is countered by some members of the judiciary who express their concerns that the legislative and executive branches of government create criminal codes, sentencing guidelines, and community corrections programs without the involvement and perspective of the judiciary.

This is the first year of a two-year effort designed to encourage collaborative efforts between judges and community corrections administrators. By using a coordinated approach involving grants, technical assistance as needed, and training, the program will confront the relationship existing between sentencing practices and the delivery of community programs, including split sentencing, residential placement, work release, community service, and victim assistance.

The program will bring together judges, court administrators, and community corrections administrators in two jurisdictions to begin identifying the impact their decisions have on each other, and to collaboratively develop options and strategies that serve their mutual interests and needs. The jurisdictions selected for this project will be expected to document their experiences for publication and dissemination to others.

NIC Information Center Service

The National Institute of Corrections Information Center service is closely related to technical assistance, but also interacts with all other Institute programs. Practitioners with questions about correctional programs, services, or operations underway anywhere in the country may request information on these subjects.

The Information Center maintains a computerized library of materials, as well as vertical files of unpublished materials contributed by operating agencies, and has the ability to search for information that has not been formally documented. The Information Center works closely with other organizations, clearinghouse services, and the field to find the most accurate, current, and useful materials.

The information service is free to practitioners, who write or call the NIC Information Center, 1790 30th Street, Suite 130, Boulder, Colorado 80301; telephone 303-444-1101. Requesters should indicate:

1. The materials or information they are seeking.
2. Why the information is needed (if it would help focus the Information Center search.)
3. How soon the information is needed.
4. In the case of written materials, the author, date, title, and publisher if known.

In responding to requests, the Information Center necessarily gives highest priority to correctional administrators and personnel; federal, state, and local legislators and officials; and those involved in correctional litigation.

(The National Institute of Corrections is soliciting proposals to operate its Information Center for fiscal year 1985. The contractor selected will have the option of renewing the contract in fiscal year 1986. The Information Center will remain in Boulder, Colorado, during fiscal year 1985; in fiscal year 1986, however, the operation could be situated elsewhere in the country if a permanent site for the National Academy of Corrections is activated. Potential applicants for the $520,000 grant to operate the NIC Information Center should contact the Institute's Financial Management Division for more details. The request for proposals will also be published in the **Commerce Business Daily**. Applications must be received by September 1, 1984.)

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Policy and Program Development

The National Institute of Corrections' authorizing legislation mandates that policy formulation and program development be among the agency's functional responsibilities. Recognizing that basic and long-term research is the legitimate responsibility of the National Institute of Justice, the National Institute of Corrections' efforts are directed toward solving problems of immediate concern and importance to the corrections field.

The National Institute of Corrections functions of policy and program development apply science, technology, and various disciplines to the identification, definition, and solution of immediate correctional problems. Program models, guidelines, and advanced practices, techniques, and technologies are developed for implementation at the state and local levels.

The policy and program development activities for fiscal year 1985 include the following five themes. The two community corrections projects were begun in earlier years, and the same grantees will receive funding to continue their work.

- Pilot of a previously developed community corrections model.
- Analysis of current types of financial assistance and/or subsidies to local community corrections.
- Development of a comprehensive manual on managing crowded facilities.
- Development of a comprehensive manual on prison security.
- Development of a design guide for small jails, based on analysis and documentation of successful planning, design, and construction.

Improving the Effectiveness of Community Corrections

At National Institute of Corrections Advisory Board hearings, practitioners continue to express the need for redefinition and clarification of the mission and goals of community corrections in light of recent trends in the criminal justice system.

Such redefinition and clarification must:

- Include viewing community corrections not simply as an alternative to incarceration, but as offering legitimate, independent sanctions for specific offenders.
- Take into account the dual demands of fair punishment and public protection.
- Recognize an interrelatedness of all elements of the justice system and that decisions in any one area have impact on all others.

These and other issues were explored in a position paper prepared in 1983 and made available to the field by the Institute. In fiscal year 1984, a grant was awarded to develop, refine, and test the ideas presented in the position paper, which outlined the essential concepts for an effective and efficient community corrections program.

In fiscal year 1985, the second year of an anticipated three-year effort, continuation funding will enable development of a collaborative approach by the Institute and agencies selected during the first year. The Community Corrections Division will continue working with the selected agencies to further define the concepts; translate them into practice through various policies, procedures, and programs; and, finally, assess their utility in practice.

Community Corrections Financial Subsidy Study

Fifteen states currently have or are implementing community corrections acts or probation subsidy programs at a collective cost of more than $200 million annually in state tax dollars. While myths abound regarding the success or failure of these policies, comprehensive and systematic information on the characteristics of the programs, their operation, and impact has not been readily available to correctional decisionmakers. State legislators and state and county officials where the programs are in effect or are being considered have had to make decisions on funding and on modifying legislation without an adequate information base.

In fiscal year 1984, the Institute started initial research on the subjects of state subsidies for community corrections act programs and probation programs. The study focused on conditions leading to the passage of these programs, their objectives, planning efforts undertaken, the degree of involvement of local decisionmakers (both inside and outside the criminal justice community), and other issues fostering the development and evolution of subsidy programs.

A secondary focus was on the processes initiated by these subsidies, such as the mechanics of allocating subsidies, planning for the types of programs and how they operate, and controls employed at state and local levels of government. In addition, the relationships and roles between state oversight agencies and local officials were documented.

During fiscal year 1985, the results and impact of these programs will be fully analyzed. This "outcome analysis" will study the success or failure of both policy and process issues. Some of the measures that will be reviewed include:

- What was the impact on incarceration rates in both local jails and state prisons?
- What new community programs were developed? What groups of offenders did they serve? Were suitable alternatives to incarceration initiated?
- Were more non-violent offenders retained in the community?
- Did the programs produce a net-widening effect?
- What did the programs cost and what did they save (cost/benefit analysis)?

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Management of Crowded Institutions

Project Number: P-85-03
Funds Available: $100,000
Funds Available per Grant: $100,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: November 1, 1984

Description:

Institutional crowding is recognized as the major problem facing correctional systems today. While studies are underway on the causes of crowding and methods for reducing it, the day-to-day management of the crowded prison must be addressed.

Wardens must manage sudden or continuing increases in their institutional populations on a day-to-day basis, usually without additional resources. Housing, food, sanitation, and staff/inmate safety are issues that must be dealt with both in the short run and over extended periods of time. Institutional crowding affects inmate classification, programs, staffing, security operations, budgets, and the public's perception of its safety.

The grantee will develop a comprehensive guide that addresses the issues related to crowded institutions. The guide will include:

- A survey and an analysis of the impact of crowding on prisons, the resulting problems, and approaches used to meet them.
- Legal decisions impacting the management of crowded prisons.
- Management, administrative, legal, and programmatic options.
- Methods of documenting the impact of crowding.
- Recommendations for policies, programs, and resources needed to meet the crowding demands.

This information will be compiled as a comprehensive guide for prison administrators who must manage the daily operations of crowded prisons. The guide will also serve as the basis for future training and technical assistance projects. The grantee will provide fully edited, camera-ready copy as the final product.

Prison Security

Project Number: P-85-04
Funds Available: $100,000
Funds Available per Grant: $100,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: December 1, 1984

Description:

Security is the basis of institutional management and should be the cornerstone of any correctional system. It provides the framework through which inmate services are delivered, order is maintained, and public safety is assured.

The grantee will develop a comprehensive manual on prison security that advances the professional level of security operations and the concept of a systems approach to security management. Intended for central office and prison security managers, the manual will provide:

- An overview of security responsibilities and functions.
- Organizational designs for statewide prison security operations.
- A discussion of the role of the central office security manager and the roles of security officials in each of the prisons.
- A review of physical plant security.
- A discussion of security controls (e.g., keys, tools, drugs, firearms).
- A discussion of inmate counts, movement, and transportation.
- A review of classification practices that impact security, including protective custody and segregation.
- An overview of the legal issues that impact security.
- Model policies and procedures for central office regulation of security operations, and suggestions for implementing them at the institutional level.
- Guidelines for developing emergency procedures.
- Applicable management techniques, including staffing analysis, roster management, security monitoring, and auditing.

This information will be compiled as a comprehensive guide for central office and institutional administrators who are responsible for prison security. The guide will also serve as the basis for future training and technical assistance projects. The grantee will provide fully edited, camera-ready copy as the final product.

Model Architectural Plans for Small Jails

Project Number: J-85-03
Funds Available: $150,000
Funds Available per Grant: $150,000
Grants Available: One
Estimated Length of Project: One year
Eligible: Open
Deadline for Applications: October 1, 1984

Description:

Over the last ten years, court decisions, jail standards, crowding, and the need for more inmate programming have impacted on jail architecture and construction. The National Institute of Corrections implemented a program for planning new institutions, and the Law Enforcement Assistance Administration funded a national architectural clearinghouse and a major initiative on jail crowding. Each had some impact on jail design and construction.

Previously, a comprehensive study of new jail design and construction had not been conducted. Isolated incidents have highlighted some of the negative experiences, but very little attention has been given to what is working successfully.

During the first year of this two-year effort, a comprehensive study of jails constructed over the past ten years was

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conducted. The study examined the planning process, architectural design, and construction methods for the jails, as well as overall operational efficiency and compliance with standards. The focus was on the smaller jails, which constitute the majority of jails in the United States.

This year's effort, the second phase of the project, will be dedicated to developing a design guide for the construction of jails with a rated capacity of 60 or fewer inmates. The guide will be detailed enough to be useful to professional planners and architects, but will be presented in a form understandable to non-correctional public officials and others involved in local jail planning, design, and construction. A portion of the available funds is intended for publication and dissemination of the design guide by the grantee.

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The information service is free to practitioners. When writing or calling the Information Center, requesters should indicate:

- *The materials or information they are seeking.*
- *Why the information is needed (if it would help focus the Information Center search).*
- *How soon the information is needed.*
- *In the case of written materials, the author, date, title, and publisher if known.*

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